

REPORT OF THE MIAMI GARDENS COMMUNITY VISIONING EXERCISE

Produced for:

**City of Miami Gardens
Miami Gardens, FL**

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Table of Contents

Introduction.....	1
Format of the Visioning Exercises.....	1
Results of the Visioning Exercises.....	3
Session 1, May 4, 2005 (Report updated in Session 2, May 18, 2005).....	3
Session 3, June 18, 2005- Prioritization of Residents' Ideas.....	7
Appendixes 1-3: Miami Gardens Visioning Exercise Worksheets.....	10

REPORT OF THE MIAMI GARDENS COMMUNITY VISIONING EXERCISE

Introduction

This is a report of a three-part community visioning exercise organized by the City of Miami and facilitated by a technical team from Florida Atlantic University (FAU), Department of Urban and Regional Planning, lead by Dr. Jerry Kolo of FAU. The three sessions were held on May 4, May 18 and June 18. The first two lasted three hours each and the third lasted four hours.

The goal of the visioning sessions was to engage the residents in constructive and pragmatic discussions of overall “Quality of Life” (QOL) issues in the city, leading to ideas that would be incorporated into the City’s Comprehensive Development Master Plan.

Format of the Visioning Exercises

The format of the visioning session was the Nominal Group Technique (NGT), where members of the group are required to write down their views and ideas, before engaging in very necessary yet limited discussions of the views and ideas. This format was adopted with process efficiency and effectiveness in mind. Efficiency is to maximize the limited time available to group members to address all the agenda items and other related matters. Effectiveness is to help achieve the SMART results (S-pecific, M-easurable, A-chievable, R-ealistic and T-imed) desired from the sessions. The format allows all group members to participate equitably, without the outspoken members drowning the less vocal ones, and without the group degenerating into a public complaints forum. Attendance records at the sessions are available at the Planning Department of the City.

Due to the low attendance at the May 4 session, the FAU team constituted the residents into one general assembly for the visioning exercise. There was no need for any break-out groups. The May 18 and June 13 sessions each recorded an impressive attendance, therefore, breakout groups were formed after which the groups convened for general assembly discussions.

For the visioning exercises, the worksheets used are attached in Appendixes 1-3. In each session, the content of the worksheet was explained and specific instructions were given as to how to use the worksheet. At each session, participants were reminded of four guiding questions, which they were to ask themselves in an effort to encourage them to think and discuss issues constructively and productively, and to see the visioning exercise as an opportunity to delineate what specifically needs to be done to build the kind of city they desire, who should be involved in the process of building this city, and some of the requirements and implications of building this desired city. Residents were to see themselves as critically important players in the process of building the city, just like all the other key stakeholders in the city, namely, government, the corporate sector, and the non-profits. It is the quality and frequency of the dialogue among and between these entities that would determine the nature of partnership with which they can collaborate to build a city of their vision.

Also, at each session, residents were given some time to write down their views and experiences on each of the four key QOL goals included in the worksheets. The writing exercise was followed by a structured discussion and synthesis of the ideas generated on paper, first in the breakout groups, then in the general

assembly.

In the first visioning session, residents were asked to:

- a. Document both 'good' and 'bad' experiences on each of the four QOL elements in the worksheet.
- b. Identify what accounted for each experience.
- c. Where applicable, suggest what steps can be taken to address an issue.
- d. Recommend which of the community stakeholders in the worksheet should best take the step suggested in #c above.

In the second visioning exercise, residents were asked to:

- a. Review the report of the first session, which summarised the ideas, suggestions and recommendations generated by residents.
- b. Revisit, modify and append to the ideas in the report.
- c. Recommend a general time frame within which the city should consider implementing the recommended ideas.

In the third and final session, residents were asked to:

- a. Review and edit, for accuracy, the report of the second session, which summarised the discussions that occurred in the first and second sessions.
- b. By majority vote, decide which priority level should be assigned to each idea recommended by residents. The priority level would provide the city with some sense of how urgently residents want the ideas considered for implementation. High priority suggests an idea or recommendation which the residents would like the city to explore, examine and/or address within one to three years; medium priority is a recommendation to be addressed within three to five years; and low priority is a recommendation to be addressed in five years and beyond. In assigning these priorities, residents expressed awareness that the city might already be addressing some of the recommendations; that the city may need to establish multi-level partnerships and manoeuvre through complex bureaucratic processes in order to address some recommendations; and that the city may have to abandon some of the recommendations for logistical, financial or other pragmatic reasons. In each case, residents expressed the view that public accountability would require the city to maintain ongoing communication with the tax-paying public, and keep the public fully abreast of the city's plans, decisions and follow up on the recommendations.

Results of the Visioning Exercises

The information provided by the residents who completed the worksheets at each of the sessions was summarized and clustered according to the four key QOL goals listed in the worksheets. Below are the results of the visioning exercises.

Session 1, May 4, 2005 (Report updated in Session 2, May 18, 2005)

Residents' Issues by Key QOL Goals	Main Reasons	Suggested/Recommended Action Steps for Key Community Stakeholders			
		Government	Community	Non-Profits	Corporate
1. Physical Development and Improvement					
1a. Develop better parks and green areas, and maintain public facilities	a. Recreation for residents b. Improve overall environment c. Make city liveable	a. More patrol of parks b. Fix broken lights, signs and road surfaces c. Finish canopy project d. More public funds e. Build recreational centers in city parks f. Continually seek donations of open space	a. Community needs to use parks more often b. Inform private citizens of advantages of open space donation	a. Advocate for private donation of open space	a. Urge business owners to donate open space
1b. Need to clean up all areas in the city to avoid slum and blight conditions. Maintain common areas	a. Retail areas are dirty b. Streets are not well cleaned c. Buildings are poorly painted d. Abandoned cars e. Overgrown brush f. Raise the standards for store front maintenance g. Create consistent shopping center policies	a. Need active community development program b. Strict building codes for retail and homes c. Need sign and loitering ordinances d. Need community education and outreach e. Advertise community clean-up campaigns f. Adopt ordinance to remove derelict and abandoned vehicles from private property	a. Need to organize and task government b. Be more responsible in disposing old cars c. Take better care of lawns and landscape		a. Need to invest more in retail business
1c. Residences used for multiple rentals	a. Need for extra income	a. Enforce code			
1d. Unsightly chain fences and structures	a. Chain fences and dilapidated structures are a visual blight	a. New ordinance to regulate chain fences (5-year transition) b. Demolish unsightly structures, grandfather some c. Create community design standards	a. Find more attractive fencing options b. Get educated on effects of fences on property values		
1e. Need bike paths and walkways	a. Economic, social and health impacts b. Provide for pedestrian friendliness.	a. Invest public funds b. Fix walkways in Norwood c. Build bikeways on main school routes			a. Take leadership role
1f. Need tasteful affordable housing and limit low-income housing	a. Mass relocation of low-income people to city.	a. New zoning and building codes b. Use available land c. Use federal, state and local funds for homeownership d. Cap building heights	a. Attend city commission meetings to give inputs b. Stay informed through HOAs.	a. Seek help from HUD officials	
1g. Build facilities for culture-related recreation (soccer, cricket, etc.)	a. Social, health impacts. b. Prevents crime	a. Need public funds	a. Needs community support and usage	a. Create museums to provide cultural	a. Create museums to provide

				education facilities	cultural education facilities
1h. Need inventory and clean up of city canals and lakes	a. Canals and lakes are neglected assets	a. Assign staff to develop a flood control plan b. Dredge waterways	a. Make good use of canals and lakes		a. Market city's assets
1i. Need better signage citywide and on major routes	a. City boundaries and directions are not clear	a. Adopt sign ordinance for all types of land uses, especially business b. Put a welcome to MG sign at overpass at north of 441 ramp c. Change signs on I-95 and major routes to acknowledge MG as a city	c. Neighbourhoods should be encouraged to demand and put up standard signage	a. Comply responsibly with local sign codes	a. Inform businesses to get signs approved by city to meet standards
1j. Create community identity	To help define boundaries and give the community identify ability	a. Provide a community focus b. Hold cultural shows and "Meet and Greet" c. City needs a different zip code from Opa Locka d. Adopt new landscape and sign ordinances, make retroactive for commercial and industrial uses e. Set up city bill boards listing community events	a. Provide a community focus b. Hold cultural shows and "Meet and Greet" c. Encourage resident participation and bring meetings to people	a. Provide a community focus b. Team up with City to advertise events to public on bill boards c. Encourage resident participation	a. Provide a community focus b. Team up with City to advertise events to public on bill boards
1k. Too many churches	a. Conflicting uses	a. Restrict permits b. Require parking spaces			

Residents' Issues by Key QOL Goals	Main Reasons	Suggested/Recommended Action Steps for Key Community Stakeholders			
		Government	Community	Non-Profits	Corporate
2. Economic growth and development					
2a. Develop programs to become a more business-friendly city	a. Need to create jobs and bridge the 'employment divide' b. Improve city tax base c. Make city competitive d. Reduce unemployment e. Create minority entrepreneurs	a. Develop incentives, loans and grants for small businesses. Reduce taxes b. Update current programs to suit current economic environment c. Fix infrastructure to attract big industries d. Sub-contract with minority businesses e. Develop strategic economic development plan for city (start with economic study of city by a consultant) f. Enforce street vendor ordinance at 183 and 27 Ave	a. Patronize and support businesses b. Discourage vandalism of businesses c. Participate in economic study and plan d. Train for relevant employment skills	a. Patronize and support businesses b. Provide business, employment and language training c. Discourage vandalism of businesses d. Assist with economic plan	a. Contract with small businesses b. Provide business training and technical assistance c. Provide business mentoring d. Market the city e. Help fund economic study
2b. Attract national chains, franchises, hotels and key industries. Market city worldwide	a. Need to create jobs b. Improve city tax base c. Make city competitive d. Reduce unemployment	a. Work with business leaders to sell city. Adopt a marketing theme b. Provide regulatory and financial incentives c. Encourage firms to hire and sub-contract locally d. Grant 5-year tax holiday	a. Explore job and contracting opportunities with firms b. Hold firms socially responsible	a. Explore investment opportunities with firms b. Advocate for community jobs	a. Help market city b. Provide technical assistance for new firms
2c. Plan mixed-use and smart growth projects	a. Maximize use of land b. Create jobs and revenues	a. Build new city hall at NW 27 and 183 as anchor for mixed-use project and			a. Help attract developers

	c. Give city identity	community meeting place b. Assist developers with mixed-use projects c. Adopt mixed-use ordinance			and viable businesses
2d. Develop travel and tourism plan	a. Need to create jobs b. Improve city tax base c. Make city competitive d. Reduce unemployment	a. Include in strategic plan b. Focus on culture-based tourism	a. Set up businesses that attract tourists	a. Bring big events and sports to the city	a. Help city with plan b. Market city worldwide

3. Psycho-social and human development	Main Reasons	Suggested/Recommended Action Steps for Key Community Stakeholders			
		Government	Community	Non-Profits	Corporate
3a. Build a hospital for MG residents	a. Need accessible health facility for residents b. Improve overall health of residents c. Make city liveable	a. Fund Golden Glades old hospital, or build new one b. Request hospital district to build hospital	a. Request and support city to build health facility	a. Assist city to build health facility	a. Assist city to build health facility
3b. Upgrade substandard schools	a. Lack of School Board and community support	a. Build, or provide land for new school facilities b. Link housing and school development through state concurrency c. Increase signage and crossing guards d. Sponsor more Charter Schools	a. Advocate for better school facilities b. Parents need to be more active in children's education	a. Advocate for better schools	a. Fight for better schools
3c. Need better elderly services and facilities	a. Large segment of MG is elderly b. Make city elderly-friendly	a. Establish transportation service for elderly b. Support food-delivery service for shut-in elderly	a. Support and volunteer for elderly services	a. Support and volunteer for elderly services	a. Support and fund services
3d. Establish or encourage 'signature' community events	a. Put city on the map for its cultural diversity b. Boost residents' pride in their city	a. Consider MLK, Party at the Plaza and Community Family Day as key city events b. Set up "Food Fair"	a. Support and invest in establishing events b. Attend and publicize events	a. Support, publicize and invest in events	a. Market events b. Invest in events
3e. Establish full-service MG police department with professional standards of efficiency and effectiveness	a. Inadequate patrols at school zones b. Inefficient use of police resources (five cars at a petty crime scene)	a. More patrol officers in school zones b. More crime watch programs c. Streamlines despatches and police activities d. Set 5-7 minute limit for emergency and 15 minutes for non-emergency e. Provide sensitivity training to officers and skills in dealing with seniors	a. Support police efforts b. Be responsible and report crime	a. Support police efforts b. Strengthen police - community relations	a. Support police efforts
3f. Establish Sister City Program	a. Need to put city on the map	a. Work with business leaders to set up program d. Develop marketing and promotion package for city c. Set up program with City if West Park in Broward	a. Support city plan	a. Support city plan	a. Assist city with program set up
3g. Coordinate programs with local colleges	a. Colleges located in the city are an asset b. Colleges have programs and resources that can make city better, especially technology	a. Compile college programs and services that community can use b. Establish formal links with colleges c. Involve businesses and	a. Support city efforts b. Seek direct links with colleges b. Partner with local universities: provide study/ work programs,	a. Support city efforts b. Seek direct links with colleges	a. Support city efforts b. Seek direct links with colleges

		non-profits in partnerships d. Set up an "Adopt a Mentor" program	create transition study to work programs, and merge campus life with city life.		
3h. Need youth development programs	a. The future belongs to youths b. Need to engage youth productively and positively c. Youth must do better educationally (FCAT)	a. Help organize and sponsor programs b. Develop incentives for major youth programs c. Provide and seek grants for youth programs	a. Publicize, support and volunteer for programs b. Discourage duplication of programs or services	a. Publicize, support and volunteer for programs b. Discourage duplications	a. Market, fund, and volunteer for programs
3i. Strengthen HOAs	a. HOAs are good agents for development b. Existing HOAs are weak and apathetic	a. Take lead in convening groups to form HOAs b. Provide technical and financial help to HOAs	a. Get more active and be more responsible b. Push for formation of active HOAs	a. Assist HOAs with training and grantswriting	a. Assist HOAs with training and grants
3j. Compile a social service directory	a. Residents need to know location and types of social services	a. Take lead, or fund non-profit to produce directory b. Set up 411 information system for social services. c. Collect email addresses for information sharing	a. Request for, use and publicize directory	a. Take lead to produce directory	a. Support directory
3k. Make city services more efficient	a. Bulk garbage pick up is slow and inefficient	a. Work with County to streamline and monitor garbage pick up b. Assign new fire engine at Honey Hill Station	a. Report poor service to city leaders	a. Advocate for community	a. Privatize some services
3l. Encourage mass transit	a. Provide a shuttle service or re-route current transportation facilities to create linkages throughout the community.	a. Have local transit routes where metro drops off on 199E and 441 b. Plan shuttle services where needed to check traffic			
3m. Clean up residential areas of noise pollution and adult entertainment	a. Too many adult entertainment in close proximity of residential areas b. Noise pollution is widespread, parties and cars	a. Adopt strict codes to regulate noise and adult entertainment b. Enforce loitering laws c. Enforce design codes for adult entertainment buildings	a. Educate and appeal to youth to show discipline and respect for laws	a. Educate and appeal to youth to show discipline and respect for laws	a. Educate and appeal to business owners to comply with local codes
3n. Set up services and programs to promote citizen education and awareness	a. There are few facilities to encourage citizens to read and be informed b. Illiteracy is an obstacle to patriotism and citizenship	a. Seek federal, state and county funds to establish new libraries and upgrade existing ones b. Promote and encourage civic education programs	a. Organize, promote and encourage civic education programs	a. Organize, promote and encourage civic education programs	a. Organize, promote and encourage civic education programs

4. Political empowerment	Main Reasons	Suggested/Recommended Action Steps for Key Community Stakeholders			
		Government	Community	Non-Profits	Corporate
4a. Need more political activism by residents	a. Lack of information and knowledge b. Apathy c. Low voter turnout	a. Develop community-, TV- and school-based voter-education programs b. Work with non-profits on voter-education and registration c. Create 'civic participation' award for school, parent or student of the month	a. Request and attend voter-education programs b. Form or join political action groups c. Develop voter-mobilization theme d. Run for political office	a. Provide voter-education and registration programs b. Support mobilization theme	a. Fund or provide voter-education and registration c. Support theme

4b. Need to improve methods and frequency of dialogue and communication between the city and the community	a. Residents feel that communication with city is inadequate and not mutual (insincere)	a. Publicize and promote city's web site more b. Televis council meetings c. Provide time for public input in critical matters d. Notify residents of council events timely and inclusively (everybody)	a. Use and provide feedback on web site b. Attend and speak up at council meetings c. Be politically aware and speak up d. Make time to meet or visit with politicians	a. Use and provide feedback on web site b. Fight for political fairness	a. Help refine and promote we site b. Be more active political advocates
4c. Youth empowerment programs	a. Need to prepare youth for politics and leadership	a. Encourage and fund youth activities focussed on political education b. Emphasize non-party political education	a. Mobilize youth and volunteer for programs	a. Mobilize youth and volunteer for programs	a. Mobilize youth and volunteer for programs
4d. Need accountable political and civic leaders	a. Elected leaders reach out to residents only during elections	a. Organize periodic political awareness forums in the community b. Use various media to provide updates on political events to community groups c. Hold quarterly meetings with council members	a. Hold politicians accountable b. Attend political forums c. Run for office d. Use voting power wisely and seriously e. Educate voters on their rights and encourage them to exercise their impeachment rights when politicians don't follow through	a. Hold politicians accountable b. Organize political awareness forums for community	a. Stay out of funding politicians

Session 3, June 18, 2005- Prioritization of Residents' Ideas

Overall Rating	Residents' Ideas for Physical Development and Improvement	Suggested Modified Implementation Priority		
		High	Medium	Low
High	1a. Develop better parks and green areas, and maintain public facilities			
High	1b. Need to clean up all areas in the city to avoid slum and blight conditions. Maintain common areas.	✓ Enforcement	✓ Citizen education campaign	
Low	1c. Residences used for multiple rentals			
Medium	1d. Unsightly chain fences and structures			
Low	1e. Need bike paths and walkways			
Medium	1f. Need tasteful affordable housing and limit low-income housing			
Low	1g. Build facilities for culture-related recreation (soccer, cricket, etc.)			
High	1h. Need inventory and clean up of city canals and lakes			
Medium	1i. Need better signage citywide and on major routes			
High	1j. Create community identity			
Low	1k. Too many churches	✓ Restrict permits		

Other unrated physical improvement suggestions	1m. Need covered benches at bus stops 1n. Need trash cans/receptacles in community 1o. Increase tree requirements 1p. Need to add/increase fire hydrants 1q. Improve physical appearance of facilities (e.g., post office) 1r. Calibrate growth	
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Overall Rating	Residents' Ideas for Psycho-Social and Human Development	Suggested Modified Implementation Priority		
		High	Medium	Low
High	2a. Develop programs to become a more business-friendly city			
High	2b. Attract national chains, franchises, hotels and key industries. Market city worldwide			
High	2c. Plan mixed-use and smart growth projects			✓ a) City Hall
High	2d. Develop travel and tourism plan			

Overall Rating	Residents' Ideas for Psycho-Social and Human Development	Suggested Modified Implementation Priority		
		High	Medium	Low
High	3a. Build a hospital for MG residents Note: -Currently have community health care services, but in need of a hospital - Operating hours of community health centers inadequate. - The ultimate goal is to build a hospital, but need an "Urgent Care Center" with quality services to address after-hour needs.	✓ Urgent care center		✓ Full-service hospital
High	3b. Upgrade substandard schools. Improve letter grade of schools (i.e. from D-F to A-B).			
High	3c. Need better elderly services and facilities Utilize orgs. Like AARP to educate citizens of existing services.			
Medium	3d. Establish or encourage 'signature' community events			
High	3e. Establish full-service MG police department with professional standards of efficiency and effectiveness			
Low	3f. Establish Sister City Program			
High	3g. Coordinate programs with local colleges			
High	3h. Need youth development programs			
High	3i. Strengthen Home Owners' Associations (HOAs)			
High	3j. Compile a social service directory and an emergency hotline			

High	3k. Make city services more efficient	
High	3l. Encourage mass transit	
High	3m. Clamp down on adult entertainment near schools and residences	
High	3n. Implement noise pollution laws	
Other unrated psycho-social suggestions	3n. Encourage Citizens Crime Watch programs 3o. Create Youth Job Skills Center 3p. Establish daycare facilities for low-income elderly	

Overall Rating	Residents' Ideas for Political Empowerment	Suggested Modified Implementation Priority		
		High	Medium	Low
High	4a. Need more political activism by residents			
High	4b. Need to improve methods and frequency of dialogue and communication between the city and the community			
High	4c. Youth empowerment programs			
High	4d. Need accountable political and civic leaders			

Appendix 1: MIAMI GARDENS VISIONING EXERCISE WORKSHEET, May 4, 2005

THINK AND SPEAK CONSTRUCTIVELY. GUIDING QUESTIONS FOR THE COMMUNITY VISIONING EXERCISE

1. What kind of community, or quality of life, do I desire for myself and/or my family?
2. What real issues do I see (not hear about) undermining the quality of life I desire in my community?
3. What specific ideas or suggestions (not complaints), do I have for my city, business and community leaders to maintain the kind of community I desire?
4. What do I, as a member of my community, have to offer to help improve our city, so that I am not just an inactive critic?

Key Quality of Life Issues and Goals	Issues I see or experience (positive and negative)	Reasons for issues (main causes)	Suggested/recommended action steps for key stakeholders			
			Government	Corporate	Community	Non-profits
1. Physical development and improvement						
2. Political empowerment issues						

Key Quality of Life Issues and Goals	Issues I see or experience (positive and negative)	Reasons for issues (main causes)	Suggested/recommended action steps for key stakeholders			
			Government	Corporate	Community	Non-profits
3. Economic growth and development issues						
4. Psycho-social and human development issues						

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Appendix 2:

MIAMI GARDENS VISIONING EXERCISE WORKSHEET, May 18, 2005

Residents' Ideas by Key Issue Area 1. Physical Development and Improvement	SMART Objectives (Specific, Measurable, Achievable, Realistic, Timed)	Other General Comments, Views
1a. Develop better parks and green areas, and maintain public facilities		
1b. Need to clean up all areas in the city to avoid slum and blight conditions. Maintain common areas.		

1c. Residences used for multiple rentals		
1d. Unsightly chain fences and structures		
1e. Need bike paths and walkways		
1f. Need tasteful affordable housing and limit low-income housing		
1g. Build facilities for culture-related recreation (soccer, cricket, etc.)		
1h. Need inventory and clean up of city canals and lakes		
1i. Need better signage citywide		
1j. Create community identity		
1k. Too many churches		

Residents' Ideas by Key Issue Area 2. Economic growth and development	SMART Objectives (Specific, Measurable, Achievable, Realistic, Timed)	Other General Comments, Views
2a. Develop programs to become a more business-friendly city		
2b. Attract national chains, franchises, hotels and key industries. Market city worldwide		
2c. Plan mixed-use and smart growth projects		
2d. Develop travel and tourism plan		

Residents' Ideas by Key Issue Area 3. Psycho-social and human development	SMART Objectives (Specific, Measurable, Achievable, Realistic, Timed)	Other General Comments, Views
3a. Build a hospital for MG residents		
3b. Upgrade substandard schools		
3c. Need better elderly services and facilities		
3d. Establish or encourage 'signature' community events		
3e. Establish efficiency standards for city's police department		
3f. Establish Sister City Program		
3g. Coordinate programs with local colleges		
3h. Need youth development programs		
3i. Strengthen HOAs		
3j. Compile a social service directory		
3k. Make city services more efficient		
3l. Encourage mass transit		

Residents' Ideas by Key Issue Area 4. Political empowerment	SMART Objectives (Specific, Measurable, Achievable, Realistic, Timed)	Other General Comments, Views
4a. Need more political activism by residents		
4b. Need to improve methods and frequency of dialogue and communication between the city and the community		
4c. Youth empowerment programs		
4d. Need accountable political and civic leaders		

Appendix 3: MIAMI GARDENS VISIONING EXERCISE WORKSHEET, June 18, 2005

Residents' Ideas by Key Issue Area 1. Physical Development and Improvement	Implementation Priority		
	High	Medium	Low
1a. Develop better parks and green areas, and maintain public facilities			
1b. Need to clean up all areas in the city to avoid slum and blight conditions. Maintain common areas.			
1c. Residences used for multiple rentals			
1d. Unsightly chain fences and structures			
1e. Need bike paths and walkways			
1f. Need tasteful affordable housing and limit low-income housing			
1g. Build facilities for culture-related recreation (soccer, cricket, etc.)			

1h. Need inventory and clean up of city canals and lakes			
1i. Need better signage citywide and on major routes			
1j. Create community identity			
1k. Too many churches			

Residents' Ideas by Key Issue Area 2. Economic growth and development	Implementation Priority		
	High	Medium	Low
2a. Develop programs to become a more business-friendly city			
2b. Attract national chains, franchises, hotels and key industries. Market city worldwide			
2c. Plan mixed-use and smart growth projects			
2d. Develop travel and tourism plan			

Residents' Ideas by Key Issue Area 3. Psycho-social and human development	Implementation Priority		
	High	Medium	Low
3a. Build a hospital for MG residents			
3b. Upgrade substandard schools			
3c. Need better elderly services and facilities			
3d. Establish or encourage 'signature' community events			
3e. Establish full-service MG police department with professional standards of efficiency and effectiveness			
3f. Establish Sister City Program			
3g. Coordinate programs with local colleges			

3h. Need youth development programs			
3i. Strengthen HOAs			
3j. Compile a social service directory			
3k. Make city services more efficient			
3l. Encourage mass transit			

Residents' Ideas by Key Issue Area 4. Political empowerment	Implementation Priority		
	High	Medium	Low
4a. Need more political activism by residents			
4b. Need to improve methods and frequency of dialogue and communication between the city and the community			
4c. Youth empowerment programs			
4d. Need accountable political and civic leaders			